R E P O R T R E S U M E S

ED 019 497 VT 005 286

PROJECT MANPOWER--THE MACOMB COUNTY FARM LABOR PROJECT.
SPECIAL PAPER NO. 3.
BY- CAIN, JOHN N.
MICHIGAN ST. UNIV., EAST LANSING,RURAL MANPWR CTR.
PUB DATE DEC 67

EDRS PRICE MF-$0.25 HC-$1.04 24P.

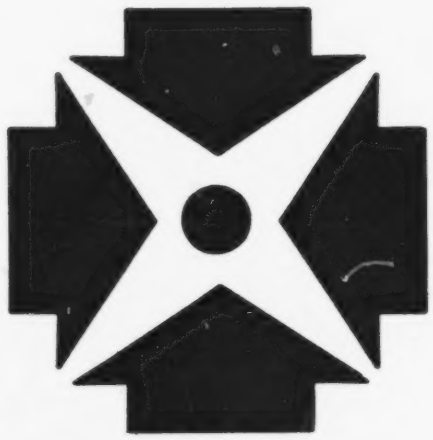
DESCRIPTORS- AGRICULTURAL LABORERS, *SUBURBAN YOUTH, HIGH SCHOOL STUDENTS, SEASONAL LABOR, *FARM LABOR, *EMPLOYMENT PROGRAMS, YOUTH EMPLOYMENT, *PILOT PROJECTS, PROGRAM DEVELOPMENT, PROGRAM EVALUATION, EMPLOYMENT OPPORTUNITIES, OCCUPATIONAL SURVEYS, MACOMB COUNTY, MICHIGAN,

THE END OF THE IMPORTATION OF FOREIGN LABOR IN 1964 AND SEVERAL UNSUCCESSFUL EFFORTS TO DEVELOP A DOMESTIC LABOR SUPPLY IN MICHIGAN PROMPTED A PILOT PROJECT IN 1966, SPONSORED BY THE RURAL MANPOWER CENTER, THE COUNTY COOPERATIVE EXTENSION SERVICE, AND THE COUNTY LABOR COUNCIL, IN WHICH SUBURBAN YOUTH WERE RECRUITED FOR SEASONAL FARM LABOR. SCHOOLS SUPPLIED ROSTERS OF POTENTIAL EMPLOYEES, THE STATE RURAL MANPOWER ADVISORY COUNCIL DETERMINED THE AREAS OF AGRICULTURE AND AGRIBUSINESS ENTERPRISES TO BE SURVEYED AND DETERMINED EMPLOYMENT POLIC, AND THE EXTENSION SERVICE MAILED THE FARM PROFILE AND INVENTORY FORMS DEVELOPED TO DETERMINE EMPLOYMENT NEEDS. OF 250 APPLICANTS, 175 WERE INTERVIEWED AND CLASSIFIED WITH AN OCCUPATIONAL CODE ACCORDING TO STATURE, PERSONAL QUALITIES, DEGREE OF MATURITY, AND HYGIENIC CONDITION, AND 100 WERE PLACED. EMPLOYMENT RECORDS WERE KEPT UP TO DATE ON BOTH EMPLOYEE AND EMPLOYER CARDS AND ON A COUNTY SITUATION MAP. RETURNS FROM EMPLOYER AND EMPLOYEE EVALUATION QUESTIONNAIRES AND COMMENTS INDICATED THAT A MAJORITY WERE SATISFIED WITH THE PROJECT. EMPLOYER ACCEPTANCE OF EMPLOYEES WAS GOOD, BUT MORE AND BETTER SUPERVISION AND TRAINING OF EMPLOYEES WERE NEEDED, AND TRANSPORTATION AND AVAILABILITY OF DRINKING WATER WERE MAJOR PROBLEMS. THE COUNTY SUPERVISORS DECIDED TO CONTINUE THE PROGRAM AS A FUNCTION OF THE AGRICULTURAL EXTENSION OFFICE. SAMPLES OF FORMS USED, A LIST OF ENTERPRISES INVOLVED, AND NEWS RELEASES ARE INCLUDED. (JM)

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

ED019497



RURAL MANPOWER CENTER

SPECIAL PAPER NO. 3 DECEMBER, 1967

PROJECT MANPOWER–
THE MACOMB COUNTY FARM LABOR PROJECT

John N. Cain
Department of Secondary Education
and Curriculum
College of Education

MICHIGAN STATE
UNIVERSITY
East Lansing

VT005286

Foreword

The seasonal nature of agricultural employment is an important consideration in any attempt to successfully cope with farm labor supply problems. The harvest season is the time of greatest employment opportunities in agriculture, generally, and Michigan is no exception. Fortunately, it is during much of the harvest season that many young people are available for this type of employment.

Employer attitudes toward hiring youth, the reluctance of some young people to accept farm employment, and the traditional problems of bringing manpower and jobs together have rallied against the placement of as many young people in summer jobs as might have occurred otherwise.

The importance of increasing the youth power in the farm work force has obvious advantages to employers, employees, and local communities. For employers, the labor is likely to be local, more readily available,and not require housing and special care. For youth, farm employment means a job, and it usually means a relatively wholesome work environment. For the community,the hiring of local young people in lieu of migrant workers means avoiding many of the social problems associated with itinerant workers.

In order to explore the possibilities for increasing the employment of youth in farm jobs during the summer, a research demonstration project was undertaken in the summer of 1966, in Macomb County, under the guidance of the Macomb County Farm Labor Council. The program was conducted by the Macomb County Cooperative Extension Service, with assistance from many groups. In the process of placing youth in jobs the director of the project, John N. Cain, discovered that counseling was a key ingredient in placing workers and in having them stick at their jobs.

Although the Rural Manpower Center provided some funds for this pilot venture in 1966, the program was continued in 1967 under local sponsorship. It is hoped that this report will serve as an inspiration to other groups to sponsor similar programs in their areas.

Daniel W. Sturt
Director
Rural Manpower Center

Table of Contents

	Page
Foreword	i
Why Project Manpower?	1
Why a Macomb County Project?	3
Organization	3
Advisory Council	5
Employers Contacted	6
Office Procedure	7
Project Evaluation	9
Broader Application	11
Appendix	12

PROJECT MANPOWER--THE MACOMB COUNTY FARM LABOR PROJECT

by

John N. Cain*
Department of Secondary Education and Curriculum
Michigan State University

Why Project Manpower?

Farm labor problems are complex, and the nature of this complexity necessitates experimental and exploratory approaches for solutions. One approach is the inclusion of local young people in the farm labor force.

In an effort to determine the feasibility of employing local youth for seasonal farm jobs and to discover avenues for more effective involvement of young people in the farm labor force generally, a research demonstration project was established in Macomb County in the summer of 1966 sponsored by the Rural Manpower Center, the Macomb County Cooperative Extension Service, and the Macomb County Farm Labor Council.

The project grew out of farm labor experiences in 1965 when Michigan growers were compelled to use domestic labor for their harvests. Public Law 78 providing for the importation of foreign laborers for seasonal harvests expired at the end of 1964. The law had operated for 13 years, and in 1964 Michigan had utilized approximately 13,000 Mexican workers (braceros).

Many efforts were made by the Farm Labor Services in 1965 to procure help for growers. In April, letters of recruitment were sent to 281 Michigan high schools and 37 colleges asking interested parties to apply to the employment services. Posters and leaflets were distributed to unemployed insurance claimants and to employment service applicants. Day-haul labor was used. Special out-of-state

---

*John N. Cain, presently Director of Vocational Education at the Fraser Public School, Fraser, Michigan, was Assistant Instructor, College of Education, Michigan State University during the period of this project.

recruitments were attempted. Special projects were proposed, and some of them initiated such as hiring of the mentally retarded, prisoners up for parole, disadvantaged youth, and what seemed to be the most proprietous program, the more carefully organized A-TEAMs (Athletes for Temporary Employment As Agricultural Manpower).

All of these plans appeared to be functional and satisfactory bases for supplying all of Michigan's farm labor needs. Actually, none lived up to its potential. Employment service applicants were untrained; day-haul labor was either insufficient or unreliable; and out-of-state recruitments, for various reasons, did not supply nearly the number of workers anticipated.

Most disappointing of all the attempts for procuring Michigan farm workers were the special projects. Enabling legislation was needed to allow the mentally retarded or prisoners up for parole to work in the fields; thus, this source of labor was ruled out due to lack of time. Disadvantaged youth were assigned to teams for a period of six weeks, but the costs of keeping them and the problems associated with their uncontrolled behavior were prohibitive. Twenty one worked for five weeks.

The A-TEAMs, whose members were to be selected and supervised by their athletic coaches, ostensibly were the best source of labor. They were organized in Michigan as well as in other states for employment on Michigan farms. Michigan growers were told that 5,300 were available to them. Because of the growers' withdrawals and because of mistakes in organizing the teams, only 480 worked. All these plans, which had seemed to have such potential, together supplied only 9,000 farm laborers to the nation.[1/]

1/ Manpower Report of the President, U. S. Government Printing Office, Washington, D.C., 1966, Chapter 7.

Why a Macomb County Project?

In light of these experiences, another attempt to supply farmers with a portion of their labor needs was made in Macomb County Michigan during the summer of 1966. The objective of this pilot project was to determine the feasibility of using local suburban high school students to supply a portion of the rural manpower needs during the summer months.

The pilot project was located in Macomb County for several reasons. One of the most important was the cooperative attitude and willingness of the Macomb County Agricultural Agent and his staff to experiment. Their ready information, competence, and flexibility made Macomb County an ideal location for the project. The contiguity of the rural areas to the largely populated suburban communities and their supply of young people was another deciding factor. The final factor in choosing Macomb County was the large number of labor intensive truck and cash crops grown in that area requiring labor for relatively short periods of time. Therefore, in June 1966, a project coordinator and an assistant were picked, and an office established in the Macomb County Extension Office of Michigan State University to operate under the title, "Project Manpower."

Organization

The first order of business was to contact and explain Project Manpower to school officials, administrators, teaching staff, and counselors; and to ask their assistance in developing rosters of students who would be interested in participating in the program. In previous years, the various organized labor-coordinating groups (including migrant) had been highly unsatisfactory. The growers who had participated in these programs and who had counted on them to serve their manpower needs were quite disappointed. Similarly, the students who had been motivated to participate in these programs in past years had found their expectations higher than justified by job opportunities. More often than not, jobs did not materialize, and

coordination between employer and employee was frequently nonexistent. All of these circumstances left the school personnel who were contacted justifiably skeptical. Therefore, the Project Manpower staff realized their first major assignment as explaining clearly the purposes and functions of the program to school administrators and counselors.

The final decision to proceed with Project Manpower in Macomb County was not made until June 2, 1966. The coordinator was appointed on June 5, 1966; and the office in terms of telephone availability, reproductive equipment, and secretarial and clerical help was operational on June 20, 1966. But the majority of high schools and junior high schools of the County were dismissed around June 12, 1966. Project organization would have been much simpler had it been possible to contact the schools when they were in session; but due to the timing of the initiation of the project, this was impossible.

The final school year meeting of the Macomb County counselor organization was held on June 6, 1966. The Project Manpower coordinator obtained permission to attend the meeting to explain the purpose of the project and to enlist the cooperation of the counselors. Student roster forms of potential employees and posters entitled, "A Healthy Profitable Summer;" were made available to the counselors at this meeting. In order to explain the purpose of the project to school administrators a letter[2/] was sent to the principals of the Macomb County high schools. Enclosed with this letter were additional copies of rosters and posters which the principals were asked to forward to their counselors. The late start notwithstanding; the cooperation and response from the various schools in terms of number of students referred were in excess of the number of students who could be interviewed by the Project Manpower personnel. The roster forms were not complete in that no space was provided for the name of the school or the counselor

---

[2/] Appendix Exhibit #1.

involved. The rosters did, however, provide names and addresses of over 250 students, and from these it was not too difficult to establish the district from which they came. These rosters were the foundation from which the labor ultimately came for Project Manpower.

Advisory Council

Earlier in 1966 as an outgrowth of the Governor's Commission on Migrant Labor report, the Governor requested that a rural manpower advisory council be established in each county of the State. Such a council was established in Macomb County. The composition of the council was inclusive of the enterprises and representatives of as many local civic and service organizations as possible within the County. The Project Manpower staff decided it imperative to seek the cooperation and advice of the Macomb County Advisory Council.

The Macomb Agricultural and Horticultural Agents of the Extension Service drafted a letter to the members of the Council requesting that they convene for the purpose of having Project Manpower explained to them and of having them set guidelines and advisement proceedings for future activities. The Advisory Council met in late June and were quite enthusiastic about Project Manpower. Because of their varied backgrounds, however, varied interests were displayed. The growers were concerned with labor availability; the health department representative was concerned with the welfare of the employees, the county and district education representative was concerned with the educational factors; the Michigan Employment Security Commission representative was concerned with labor recruitment. Each representative respectively was concerned with his specific area. Such varied concerns stimulated the meeting, but the members required some time to agree on a unified direction. The result of the first Council meeting was to determine the

areas of agriculture and agribusiness enterprises that would be surveyed in order to as closely as possible approximate labor needs, both full time and seasonal. (A survey of the County indicated 26 specific categories of enterprises that could participate in the program.)

Since the age range of the students thus far interviewed was from 11 to 19 years, and since some of the potential agricultural employers had already indicated the need for help for a 10-hour day or longer, ranging from a starting time of 5:00 a.m. to a quitting time of 8:00 p.m., the Council recommended that the youth who were employed as a result of Project Manpower would not work in excess of a 7-hour day, preferably between the hours of 8:00 a.m. and 4:00 p.m. They suggested that if help was needed in excess of seven hours, two shifts should be scheduled to man the job, and thus, the employees' welfare would be considered, and the productivity to the employer would be greater.

Transportation was also a problem brought before the Council. The employers surveyed to date had indicated that because of their work schedule, it would be impossible for them to transport their needed manpower. In many instances they did not have the facilities or the insurance coverage to participate in a labor transportation operation. Most of the students who had been interviewed to date were under 16 and therefore did not have transportation available to them. After these points were presented, it was the thinking of the Advisory Council that it should be the responsibility of the employer to furnish transportation or pay the cost of public transportation on a prorata employee basis.

Employers Contacted

Now that the project staff had a reservoir of potential student laborers from the rosters which were sent in, they turned to the problem of obtaining jobs for them. At a twilight meeting of the vegetable and fruit growers and other agri-businesses, a representative of Project Manpower presented the purpose of the project.

He also distributed a questionnaire to potential employers requesting their names, addresses, telephone numbers, type of work in which they were engaged, and the approximate dates that they anticipated needing additional seasonal help. In talking with the growers at this meeting, frustrations with earlier attempts to procure labor, as well as frustrations with migrant labor, were apparent. One of the main concerns voiced by some growers was the fact that Project Manpower could supply them with some of their labor needs during school vacation months, but that their needs would be greatest after school had reopened in the fall. Thus, they felt that Project Manpower personnel could not assist them to any large extent with their labor needs and that there was no point in attempting to determine a manpower need that the project could do nothing about. Many of the growers, however, were willing to cooperate and were interested in trying this new avenue toward filling their labor needs.

Office Procedure

In order to coordinate labor availability with labor needs under Project Manpower, two main tasks were immediately apparent. One was to develop a survey instrument that would give sufficient information when returned by the agricultural and agribusiness employers of the County to determine how many laborers were needed, what type of work was involved, and for what time periods labor was required.

The second task involved the potential employees. Rosters of potential employees had been returned from counselors and administrators of the 21 school districts of the County. These rosters contained names of students with possible interest in participating in the program. Project Manpower was not only interested in bringing employer and employee together, but also in determining the workability of the project itself as well as appraising its usefulness and analyzing problem areas within the pilot project. Thus, the decision was made to interview each

student personally, and in the process of the interview, to determine his interests, his abilities, past experience, and any physical handicaps he might have. In addition, he was asked what transportation he had available, if any, and what times during the summer vacation he was willing to work. During the course of the summer, 200 of the original 250 applicants were interviewed.

A student interview card was developed which allowed the interviewer to come out with an occupational code according to the student's body stature, personal qualities, degree of maturity, and hygienic condition.[3/] Interview appointments were set up 15 minutes apart during 4 mornings each week.

Concurrently with the interview process, a farm profile and an inventory sheet were developed and mailed through the County Extension Office to prospective employers asking them to detail data pertaining to their labor needs including number of workers, times needed, and type of work. The farm profile questionnaire sent to the fruit and vegetable growers was found to be inadequate for the other 21 types of enterprises surveyed[4/] so the questionnaire was modified for mailing to firms in those categories.

As the farm profiles and inventory sheets were returned, it soon became clear that some type of summary chart or recap sheet was necessary in order to determine at a glance all of the available information that these questionnaires contained. Thus, individual recap sheets were developed for each of the 24 major enterprise areas surveyed.

As the actual requests for employees began coming in, it became necessary to develop several new forms to keep tab on the daily operations. First was the daily work roster which showed how many people worked for what employer and for how long.

[3/] Appendix Exhibit #2.

[4/] See Appendix Exhibit #3 for list of enterprise types surveyed.

On the back of each employee's card was noted the date, where he was working, and what type of work he was doing. As employers contacted the office for employees, an employer's card was filled out including the type of workers needed, type of work to be done, and what hourly wage was being offered. On the back of the employer's card were noted the dates and the number of persons working for him. The employer's cards were color-coded into 5 basic groups which included the 24 major enterprise areas surveyed.

Finally, a situation map of the County was kept up-to-date daily through the use of color-coded pins corresponding to the five employer groups to denote locations of the individual employers. The County boundaries extended from Eight Mile Road in the south to Thirty Eight Mile Road at the northern border--a coverage of 30 miles. The requests for employees were coming from north of Fourteen Mile Road while job applicants were from the metropolitan concentrations of the County south of Fourteen Mile Road. This again pointed up the critical problem of transportation.

Project Evaluation

By August 26, Project Manpower had received 250 student job applications, interviewed 175 of these applicants, and placed 100 students in jobs. About 5,600 man hours of student labor had been provided from this source to the agricultural industry of Macomb County.

The results of an evaluation questionnaire sent to employers[5/] and comments by those who visited the office personally indicated that a majority were satisfied with the project. The majority were aware of the youthfulness of the manpower group and were willing to supervise and treat the students fairly. Most felt they received value for wages paid. Comments by those employers who were not satisfied

---

5/ Appendix Exhibit #4.

with the project indicated the need for more and better supervision and training of the student employees. Since this is a role which must be filled by the employer, a strong justification for employers' workshops on training and supervision can be made. One possibility is for these workshops to be developed and sponsored jointly by the members of the University Rural Manpower Center, the County Agricultural Extension Office, and the Macomb County Advisory Council.

In response to an evaluation questionnaire, 75 percent of the student employees indicated they would be willing to participate in a similar program the next summer.[6/]

The majority of those who indicated they would not participate in the future indicated a more permanent type of employment or additional summer schooling as the reason. Several of the 25 percent indicated they would possibly be interested and asked to be kept on the active list. An evaluation of other comments received from the student employees also indicated a strong need for greater supervision and training. In addition transportation and an adequate supply of drinking water in the fields appeared to be major problems.

In analyzing the employers' and employees' evaluation questionnaires together it appears that better employer-employee relations in many instances could have prevailed. These relations should include specification of the hours that are to be worked, understanding of the working conditions, prior agreement on wage rates, satisfactory housing provisions if necessary, and transportation if this is a problem. In addition--and possibly most important--the employer should make sure the employee realizes what job is to be done, how it should be done, and approximately how long it should take. Mutual human respect must prevail on the part of all parties concerned.

6/ Appendix Exhibit #5.

The Manpower Project coordinator was in a strategic position to help maintain smooth working relations between employer and employee. Most students, some on their first job and all quite young and inexperienced, needed the understanding and counseling of an interested third party such as the project coordinator throughout their employment experiences to help them over the rough spots on the way to becoming seasoned jobholders. Probably the most important role of the coordinator was that of counseling.

At the close of the summer, the Macomb County Manpower Project came to an end, and the Agricultural Committee of the County Board of Supervisors was asked to evaluate the program. Their evaluation indicated a successful program and a definite need for its continuation in Macomb County. On this basis, the County authorities agreed that the program should be continued at the expense of the County as a function of the County Agricultural Extension Office.

Broader Application

On the basis of the experience of the Macomb County Manpower Project, it is possible to conclude that similar types of projects may be carried out successfully in other counties throughout the nation. Further, on the basis of the Macomb experience, it can be pointed out that the coordinator (in addition to handling the daily operations of such a project) must also be aware of and in a position to counsel both employers and employees as to the State and/or Federal legislation which may be applicable including employer liability, minimum wage, and employment of minors. He must stand ready to mediate problems and disputes which occasionally arise between employer and employee, and he must be able to earn the respect of both parties. He must also be aware of and plan for adequate housing and/or transportation if the need should arise. Finally he must obtain the cooperation and employ the knowledge of all civic and social organizations within the community and use all possible media including newspapers, radio, and television for publicizing the program as frequently as possible.[7/]

7/ For examples of newspaper advertisement and follow-up, see Appendix Exhibits 6, 7, and 8.

Appendix

Exhibit #1

MACOMB COUNTY MANPOWER PROJCT
115 Groesbeck Highway
Mount Clemens, Michigan 48043

Phone 463-9331

June 1, 1966

To: The Principals of Macomb County High Schools

From: J. N. Cain, Manpower Project Coordinator

Gentlemen:

If I might take a moment of your time at this busy time of year, I would like to explain to you a pilot program of Michigan State University that I will be coordinating through the Macomb County Cooperative Extension Service.

The program has one major purpose, and that is to bring together the manpower of Macomb County that is willing to man the agricultural, agribusiness, and horticulture positions that exist in the county this summer.

I must start with a roster of the available students, so I am sending with this letter three announcements and eight registration forms. Would you have the announcements placed in appropriate spots in your building. The registration forms are for the convenience of your counsellors, to list those students from your high school who are interested in this employment. I should like the students' names, addresses, phone numbers, and ages, with a notation of any physical handicap.

Sincerely yours,

J. N. Cain
Manpower Project Coordinator

Exhibit #2

TELE: _____ AGE: _____ M F

NAME: _____
ADDRESS: _____
_____

GRADE: _____ TRANSPORTATION: _____
AVAILABLE TIME: _____
_____

FUTURE PLANS: _____
_____
SKILL: _____
PREV. WORK EXP: _____
_____

INTERESTS: _____
DESIRED WAGE: _____ OCC. CODE: _____
ADDITIONAL COMMENTS: _____
_____
_____
_____

OCCUPATIONAL CODE

STATURE:
B - Husky
A - Average
C - Small

S - Selective

D - Degree of Retardation

R - Responsible

L - H Degree Lax

X - Negro

N - Nervous

P - Personable

P.T. - Part Time

W - Willing

F.T. - Full Time

M - Mature

Y - Caucasian

I - Immature

50 - 100% Hygiene

Exhibit #3

AREAS OF ENTERPRISE

to which Questionnaires & Profiles were mailed

Enterprise	No. Mailed	No. Returned	Date Completed	Plates	Labels
Fruit growers	124	41	6/27/66	X	
Vegetable growers	368	59	6/28/66	X	
Nursery production	208	35	7/1/66		X
Sod growers	42	5	7/14/66		X
Landscaping & landscaping services	40	2	7/15/66		X
Hardware dealers, agri-business & small equip.	33	6	7/21/66		X
General farm	54	9	7/21/66		X
Greenhouses & florists	45	10	7/22/66		X
Roadside markets	15	0	7/22/66		X
Dairy farms	325	53	8/2/66	X	
Garden supply centers	13	2	8/22/66		X
Veterinarians	16	4	8/22/66		X
Feed mills & elevator operators	21	5	8/25/66		X
Cemeteries	6	2	8/25/66		X
Golf courses	14	7	8/25/66		X
Mushroom growers	13	3	8/26/66		X
Cattle breeders & feeders	20	3	8/26/66		X
	1407	250			

17% Returned

The Agricultural Agent of the Extension Office considered these too small to be surveyed:

Parks, Municipalities, Slaughter Houses, and Meat Processing Plants

Exhibit #4

TO: Manpower Employer NAME: _____

FROM: John N. Cain, Manpower Coordinator ADDRESS: _____

SUBJECT: Evaluation of Manpower _____

HOW MANY PEOPLE DID YOU EMPLOY FROM THE MANPOWER PROJECT IN 1966? _____

DID THESE EMPLOYEES PERFORM SATISFACTORY? _____ YES _____ NO

IF NO, PLEASE EXPLAIN WHY _____

_____

WERE THE ARRANGEMENTS MADE WITH THE MANPOWER OFFICE SATISFACTORY? _____ YES _____ NO

IF NO, HOW COULD THE SERVICES OF THE OFFICE BE IMPROVED _____

_____

FOR WHAT PERIOD OF TIME DID YOU USE THE ABOVE NUMBER OF PEOPLE?

FROM _____ DAY _____ MONTH TO _____ DAY _____ MONTH

WHAT TYPE OF WORK DID YOU HAVE YOUR EMPLOYEE PERFORM? _____

WHAT WAS THE RATE OF PAY _____ HOUR OR _____ PIECE

IF PIECE RATE, INDICATE PRODUCTS _____

WOULD YOU APPRECIATE A SERVICE OF THIS TYPE IN FUTURE YEARS? _____ YES _____ NO

IF YES - HOW MANY PEOPLE DO YOU ANTICIPATE NEEDING FOR THIS WORK IN 1967 _____

IF NO - PLEASE EXPLAIN _____

_____

ADDITIONAL COMMENTS:

DATE _____ _____ EMPLOYERS SIGNATURE

TO: MANPOWER EMPLOYEE

FROM: JOHN N. CAIN, MANPOWER COORDINATOR

SUBJECT: EVALUATION OF MANPOWER PROJECT

NAME: _____ AGE _____
(PLEASE PRINT)

HOW MANY DIFFERENT EMPLOYERS DID YOU WORK FOR THROUGH THE MANPOWER PROJECT IN 1966? _____

WOULD YOU LIKE TO PARTICIPATE IN A PROGRAM OF THIS TYPE IN THE SUMMER OF 1967? _____ YES _____ NO

IF NO, PLEASE EXPLAIN WHY: _____

WHAT WAS YOUR AVERAGE WAGE DURING THE SUMMER: _____ PER HOUR OR _____ PIECE RATE

IF PIECE RATE INDICATE ITEM HARVESTED _____.

PLEASE LIST AND RATE YOUR EMPLOYERS DURING THE SUMMER STARTING WITH YOUR FIRST EMPLOYER

EMPLOYER	RATE: CIRCLE ONE 1 GOOD	2 FAIR	3 POOR	
1. _____	1	2	3	(If employer rating is other than 1, please explain why on the back of this sheet.)
2. _____	1	2	3	
3. _____	1	2	3	
4. _____	1	2	3	
5. _____	1	2	3	

DO YOU FEEL THE SERVICES OF THE MANPOWER OFFICE WERE ADEQUATE? _____ YES _____ NO

IF NO, HOW COULD THEY BE IMPROVED _____

_____

DO YOU FEEL THE TIME YOU SPEND IN THE INTERVIEW WAS IMPORTANT? _____ YES _____ NO

IF NO, PLEASE EXPLAIN WHY: _____

DATE _____ _____
EMPLOYEES SIGNATURE

The following advertisements appeared in all County newspapers:

June, 1966

WANTED: 200 jobs on farms or in agribusiness for youth 14 - 18 years old. If you need help, contact John Cain, Manpower Project Co-ordinator, Co-operative Extension Service, 115 Groesbeck Highway, Mt. Clemens. Phone 463-8881

* * * * * * * * *

August, 1966

MANPOWER - MANPOWER

62 WORKING

54 WAITING FOR WORK

AGE RANGE 11-19

WILL WORK FOR AN HOUR

A DAY - A MONTH

PHONE 463-8881

J. N. CAIN

Manpower, Co-ordinator

* * * * * * * * * *

Exhibit #7

"THE DETROIT NEWS--THURSDAY, AUGUST 4, 1966"

Youths Replacing Migrant Labor
By Cass Franks

City Youths Ease Farm Labor Need

Sixteen-year-old Robert Feierabend of Roseville didn't appear to be in the vanguard of a battle to restore $3 million to Michigan's farm industry.

He was kneeling between two long rows of cabbage on a Shelby Township vegetable farm.

Sweat ran from his brow, and his back was bent as he deftly extracted every other young cabbage sprout from the soil for transplantation to another field.

Off to the side stood the farm owner, Ray Reinhardt, who said: "He may be a city kid, but I like his work and would have him back anytime."

Statements like this are music to the ears of Michigan's fruit and vegetable growers.

Feierabend and nearly 100 other "city kids" are the forerunners of an attempt to end a farm labor shortage created by curbs on the number of migrant Mexican braceros allowed in Michigan.

The pilot program is called "Project Manpower." It is financed by the state through the Michigan State University Office of the Macomb Cooperative Extension Service in Mt. Clemens.

See Hope In Plan

John Cain is the program coordinator. He is enthused about Project Manpower even though it has been under way hardly a month.

"I can justifiably predict that the need for migrants will be nonexistent in Macomb County if the program is continued," Cain said.

Cain's instructions from MSU were simple: Prepare a system that will keep Michigan's farmers supplied with summer workers for jobs formerly done by migrants.

"Macomb County has lots of manpower and lots of farming," Cain said. "It was my task to bring the two together in a way that can be applied to counties throughout the state."

To recruit youngsters, Cain contacted every school in the county and informed them there were jobs to be had.

Hundreds Respond

More than 300 boys and girls between the ages of 11 and 19 responded. Most, like Feierabend lived in cities and had never performed farm work before, but they were eager.

"There were a half dozen or so from around my neighborhood who signed up," said Feierabend, a husky youth who plays three sports at Roseville High School.

"We like to work outside and didn't have anything special to do during the summer."

Cain also contacted 900 of the county's 1,400 agriculture, horticulture and agri-business employers.

More than 100 responded with requests for workers to weed flowers, thin fruit trees, tend vegetable gardens, do landscaping and other odd jobs. Two girls were hired to manage a roadside market.

Reason For Success

The key to the project's success appears to be the interviews Cain conducts.

A farm youth himself before entering college and the director for the Fraser school system's vocational education program until this summer, Cain pulls no punches.

"Every boy gets an interview before he goes to work," he said. "We lay it on the line."

"If he's only going to make 85 cents an hour, we tell him. If the job is going to be rough, we tell him that, too."

Farmers have also been warned that the students are not educated in farm lore and can't be expected to work from sunrise to sunset.

Up To The Boys

"We tell the boys they don't have to work longer than six or eight hours a day. If they want to work longer, it's up to them."

Like any new project, there have been moments of crisis. Cain recalls the first major "Project Manpower" task.

"Sixteen boys were sent on a gladiola weeding project. Thirteen of them wanted to quit after the first day. They complained of torn clothes and lack of water."

Hurried counseling with the teen-agers and farmers eased the crisis, however, and all but two returned to complete the job.

Transportation has proved to be the largest obstacle, one still not overcome.

Poor Solutions

Many of the youngsters are too young to drive, so they either hitchhike, their mothers form car pools or the farmer picks them up. All are unsatisfactory solutions.

Cain has also contacted several school districts, but still is not satisfied.

"Three boys walked four miles to get to work the other day when their car broke down," he said.

Despite the setbacks, the farmers are enthusiastic about the pilot program.

"Quite frankly, I was really amazed," said Mrs. Elmore Higby, who used eight workers, including Feierabend, to thin a 20-acre peach orchard on her Bruce Township farm earlier this month.

'A Way Of Life'

"Farm children grow up knowing that work is a way of life with them."

"Some of the kids we hired lived in apartments and had never been on a farm in their lives."

"Yet if you give them a job to do, they do it."

Cain keeps records of all surveys and plans to make a complete report to a 20-member advisory committee at summer's end.

"The system can be applied anywhere," Cain said. "Even if it doesn't fill the manpower demand, farmers will be able to learn how much labor is needed in their area and plan long-range recruiting programs."

Exhibit #8

MACOMB MANPOWER PROJECT
COOPERATIVE EXTENSION SERVICE
115 Groesbeck Highway
Mount Clemens, Michigan 48043
463-8881

June 24, 1966

Dear Prospective Employer

A recent release in your local newspaper informed you that a new project for providing farm and agribusiness workers is underway in Macomb County. As project coordinator, it is my duty to supply you the help you might need at any time for any length of time (if necessary workers can be available for Saturdays and Sundays, too). The purpose of the project is twofold - to supply help to our farms and agribusinesses and to give needed summer employment to our youth, mostly students.

Therefore, I should like to ask you to take a small portion of your busy time to fill out the farm labor profile which is enclosed and return it to me at your earliest convenience, in the self-addressed envelope. I very much need the information requested on the profile in order to supply you with the right workers at the right time. I have been interviewing many young people, and I am trying to place them into the types of jobs in which they would perform best. I can better do this if you would let me know what type and how many people you need via the profile. Even if you do not feel that you'll need additional help, would you please so indicate and return the profile to me.

Your cooperation is badly needed and will be greatly appreciated.

Sincerely yours,

John N. Cain
Manpower Coordinator